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## Office of the Executive Secretariat, HR-7 Action Plan for 1998

The Executive Secretariat serves the Office of the Secretary, DOE Headquarters and Field Offices, and the public by expediting quality correspondence; developing, maintaining, and sharing institutional memory and access to information; and facilitating timely delivery of executive commitments. In addition, it provides document control, tracking, and analysis; management of the Freedom of Information Act (FOIA) and Privacy Act compliance; written history of the Department and its predecessor agencies; and advisory committee management.

Commitments that support our mission are presented below.

**HR CORPORATE GOAL A:** We will create and maintain efficient corporate management systems that assist the Department of Energy in the accomplishment of its mission.

### EXECUTIVE SECRETARIAT STRATEGIC COMMITMENTS:

ES Commitment #1 [HR A13]	Strategies	Metrics	Progress Reporting	Responsible Person(s)	Linkages
Improve executive document management	Implement the Document Online Coordination System (DOCS), an image-based corporate solution to document management. - Roll out DOCS to Program Offices between FY1998 - FY2003.	Complete installations of one-level DOCS workstations in all HQ Program Offices by 4/30/98  Complete multi-level DOCS capability to a minimum of 3 Program Offices per year in FY1998, FY1999, FY2000, FY2001, FY2002, and FY2003  Complete DOCS implementation in HQ by end of FY2003	Report quarterly on progress of DOCS roll out to 28 Program Offices	DOCS Implementation Travis Hulsey (6-4374)	DOE/SP Corp Mgt, Obj 3 HR/SP Goal A13 HR/Agree w/ Sec
	Baseline and improve executive document management cycle-time.	Reduce document cycle times by 5% in FY1998, FY1999, & FY2000.	Report semi-annually results of cycle-time assessments to track progress against baseline.	Cycle-time assessments Al Beer (6-4312) or Sheila Convis (6-5131)	
	Respond to customer feedback: a. Day-to-day interaction b. Formal Customer Visits c. Feedback Cards received from our customers	Improve FY1997 customer satisfaction rate for executive document management by 5% annually through FY2000.	Report annually based on HR Customer Survey results	Customer Focus Advoc Linda Cameron (6-5089) or Quality Coordinator Sheila Convis (6-5131)	

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ES Commitment #2 [HR A14]	Strategies	Performance Metrics	Progress Reporting	Responsible Person(s)	Linkages
Manage the Freedom of Information (FOI) Request Backlog Reduction Initiative and implement Electronic FOIA Requirements	Utilize staff resources to focus on backlog reduction	Reduce FOIA backlog by 15% and average case age by 25% in FY1998 and FY1999	Report quarterly on backlog reduction efforts	FOI Officer Abel Lopez (6-3088)	DOE/SP Corp Mgt, Obj 2 S Agree w/ Pres HR/SP Goal A14 HR/Agree w/ Sec EFOIA Statute
	Expand FOIA centralization project	Add two Program Offices to FOIA centralization project in FY1998	Report quarterly on centralization milestones	FOI Officer Abel Lopez (6-3088)	
	Implement Electronic FOIA requirements -develop plan in partnership with HR-4	Complete implementation of Electronic FOIA requirements by FY1999	Report quarterly on progress against implementation plan milestones and progress in meeting EFOIA requirements	FOI Officer Abel Lopez (6-3088)	
	Fully automate the FOIA Reading Room between FY1998 & FY2003 - develop plan in partnership with HR-4	Meet milestones established in plan	Report quarterly on progress against milestones in plan	FOI Officer Abel Lopez (6-3088)	
ES Commitment #3 [HR A15]	Strategies	Performance Metrics	Progress Reporting	Responsible Person(s)	Linkages
Support Communication and Trust through DOECAST	Continue and improve use of DOECAST for Secretary of Energy communication to employees and for messages of interest and importance to employees	Improve customer satisfaction with DOECAST by 5% in FY1998 and FY1999	Report annually based on HR Customer Survey results	Fran Rhoades-Melillo (6-5116)	DOE/SP Corp Mgt, Obj 2 HR/SP A15
	Promote DOECAST appropriate use and cost benefits by a. Publishing and distributing DOECAST guidelines b. Convening a Focus Group c. Benchmarking other organizations d. Do a quarterly assessment of message categories	Improve importance rating of DOECAST by 5% in FY 1998 and FY 1999	Report annually based on HR Customer Survey results	Fran Rhoades-Melillo (6-5116)	

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ES Commitment #4	Strategies	Performance Metrics	Progress Reporting	Responsible Person(s)	Linkages
Provide senior management with current statistics on Department's on-time performance for reports to Congress	Migrate ACCRTS records to DOCS	Migration completed in CY 1998	Report quarterly on progress beginning June 1998	Al Beer (6-4312) or Fran Rhoades-Melillo (6-5116)	DOE/SP Corp Mgt, Obj 2 HR/SP Goal A
	Establish a baseline for on-time completion of reports to Congress for FY 1998	Complete establishment of baseline of FY1998 by end of CY1998	Report at end of CY1998	Al Beer (6-4312) or Fran Rhoades-Melillo (6-5116)	
	Initiate an evaluation by responsible program offices of reporting requirements that can be eliminated	In FY 1998 complete identifying reporting requirements that can be eliminated by the Department and those that require Congressional legislation in order to be eliminated	Report quarterly on progress beginning June 1998	Al Beer (6-4312) or Fran Rhoades-Melillo (6-5116)	
	Work with programs to improve their on-time performance	Improve on-time completion of reports to Congress by 5% for FY 1999, 2000, 2001	Report quarterly against FY1998 baseline	Al Beer (6-4312) or Fran Rhoades-Melillo (6-5116)	

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**HR CORPORATE GOAL C: We will be recognized by our customers as being a “Quality” organization by emphasizing customer satisfaction, employee satisfaction, and improved partnerships.**

**Executive Secretariat Strategic Commitments:**

ES Commitment #5 [HR C1]	Strategies	Performance Metrics	Progress Reporting	Responsible Person(s)	Linkages
Become a recognized leader in Quality Management(QM) principles	Use MB criteria as a roadmap to success	Improve MB self-assessment or EQA scores	Annual EQA score	Quality Coordinator Sheila Convis (6-5131)	HR/SP Goal C1 DOE/SP Corp Mgt
	Use EQA to track progress and measure improvements	Improve MB self-assessment or EQA scores	Annual EQA score	Quality Coordinator Sheila Convis (6-5131)	
	Identify improvement initiatives annually based on EQA feedback reports and/or self-assessments a. HR-7 staff participation on Malcolm Baldrige Criterion Teams working to improve HR’s EQA scores	Increase positive responses by 5% to questions on employee survey concerning HR leadership using QM principles	Report annually based on HR Employee Satisfaction Survey results	Quality Coordinator Sheila Convis (6-5131)	
	Implement and enhance systems that effectively disseminate quality related information throughout the Department a. Participate in HR initiatives to disseminate quality related information	Increase number of team awards recognizing quality efforts	Report semi-annually based on HR Town Meeting Recognition Awards and other recognition events	Quality Coordinator Sheila Convis (6-5131)	
	b. Use and foster understanding of quality principles, practices, and initiatives in organizational functions and activities	Increase positive responses by 5%on the employee survey to questions concerning communication	Report annually based on HR Employee Satisfaction Survey results	Quality Coordinator Sheila Convis (6-5131)	

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ES Commitment #6 [HR C3]	Strategies	Performance Metrics	Progress Reporting	Responsible Person(s)	Linkages
Continue to meet and/or exceed customer needs and expectations.	Conduct annual customer satisfaction surveys	Increase customer satisfaction levels by 5% per year over previous year survey results for overall HR and [HR-7] key products and services	5% annual increase in customer satisfaction level for Executive Document Management, FOIA , and DOECAST	Customer Focus Advoc Linda Cameron (6-5089) or Quality Coordinator Sheila Convis (6-5131)	DOE/SP Corp Mgt HR/SP C3
	Develop action plan to address survey results	Increase customer satisfaction levels by 5% per year over previous year survey results for overall HR and [HR-7] key products and services	5% annual increase in customer satisfaction level for Executive Document Management, FOIA , and DOECAST	Customer Focus Advoc Linda Cameron (6-5089) or Quality Coordinator Sheila Convis (6-5131)	
	Implement HR Quality Assurance Program	Increase satisfaction indicated by other forms of customer feedback	Semi-annual reporting of feedback from customers, i.e., Customer Feedback Cards, Focus Group Feedback, One-on-one Customer Visits	Customer Focus Advoc Linda Cameron (6-5089) or Quality Coordinator Sheila Convis (6-5131)	
ES Commitment #7	Strategies	Performance Metrics	Progress Reporting	Responsible Person(s)	Linkages
Enhance Openness: Continue HD/OD Team Declassifying Permanent Historical Records and Transferring Records to the National Archives	Process History Division and locate/process HQ Program Office Records	Locate all HQ Program Office permanent historical records by end of 1998	Report quarterly on progress and update information included in HD Guide to DOE's Historical Records on WEB by end of 1998	Chief Historian Skip Gosling (6-5241)	DOE/SP Corp Mgt, Obj 2 HR/SP Goal C
	Offer and send declassified records to National Archives	Increase offerings of records to National Archives by 25% in 1998	Report quarterly and inform stakeholders quarterly via ES Homepage	Chief Historian Skip Gosling (6-5241)	
ES Commitment #8	Strategies	Performance Metrics	Progress Reporting	Responsible Person(s)	Linkages
Enhance Openness: Complete HD/EM partnered writing project; begin HD/program office partnered writing project	Complete HD/EM writing project, including program office review	Complete draft May 1998; complete program office review November 1998	Issue approved draft to public by end of 1998	Chief Historian Skip Gosling (6-5241)	DOE/SP Corp Mgt, Obj 2 HR/SP Goal C
	Formalize new program-supported writing project and begin research	Obtain concurrence of program offices for new project; complete 20% of research by end of 1998	Report on progress beginning in June 1998; provide updates to Program Offices semi-annually or more often as appropriate	Chief Historian Skip Gosling (6-5241)	

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**HR CORPORATE GOAL D: We will enhance the effectiveness, well being, and satisfaction of HR employees.**

**Executive Secretariat Strategic Commitments:**

ES Commitment #9 {HR D1}	Strategies	Performance Metrics	Progress Reporting	Responsible Person(s)	Linkages
Align workforce with organizational goals, commitments, and priorities.	Develop, assess, and implement a unified approach to fill organizational skill gaps that involves training, reassignments, promotions, hiring, reengineering processes, and/or redesigning jobs;	Increase by 5% each year employee satisfaction with job structure and self-directed responsibilities	Report annually based on HR Employee Satisfaction Survey results	Resource Manager Sheila Convis (6-5131)	DOE/SP Core Values HR/SP Goal D1
	Conduct benchmarking/ comparison of skills assessment methods, develop guidance by July 1998, and provide ongoing assistance and guidance to HR organizations	Increase by 5% each year customer satisfaction with timeliness and quality of products/services	Report annually based on HR Customer Satisfaction Survey results	Resource Manager Sheila Convis (6-5131)	
	Conduct informal survey at mid-year reviews to determine if employees are aware or affected by these efforts, and if so, how.	Sustain or improve levels of satisfaction from previous informal surveys	Report annually based on assessment of mid-year survey in September	Resource Manager Sheila Convis (6-5131)	
	Inquire of customers in the annual survey and during activities relating to our Quality Assurance Program if our employee utilization and motivation positively or negatively affects the timeliness and quality of Executive Secretariat products and services.	Increase by 5% each year customer satisfaction with timeliness and quality of Executive Secretariat products/services	Report annually based on HR Customer Satisfaction Survey results	Customer Srv Stds Bettie Atcherson (6-5064) or Customer Focus Advoc Linda Cameron (6-5089)	
		Quality Assurance Program feedback assessments indicate responsiveness to customer needs and input	Report semi-annually based on assessment of Quality Assurance Program feedback cards	Customer Srv Stds Bettie Atcherson (6-5064) or Customer Focus Advoc Linda Cameron (6-5089)	
	Hold an organizational meeting offsite in which we identify and develop action plans to address functional and process issues.	Increase by 5% Executive Secretariat employee satisfaction	Report annually based on HR Employee Satisfaction Survey results	Resource Manager Sheila Convis (6-5131)	

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ES Commitment #10 [HR D2]	Strategies	Performance Metrics	Progress Reporting	Responsible Person(s)	Linkages
Model a learning organization	<p>Capture individual learning needs in new or revised Individual Development Plans (IDP) that reflect organizational skills assessments and individual preferences, and evaluate effectiveness of IDPs each year</p> <p>Develop annual HR training plan and evaluate plan implementation</p> <p>Employ a variety of individual learning strategies including job rotations, special assignments, mentoring, learning teams, and self-development</p> <p>a. Hold seminars periodically that broaden staff knowledge of our organizational functions, the Department, and Program Offices</p> <p>b. Create and support innovative training opportunities for staff</p>	<p>100% of employees have new or revised IDPs in place each year</p> <p>Effectiveness of IDPs increases each year</p> <p>Top 2-5 organizational training priorities are met each calendar year</p> <p>Plan and implement one new organizational learning strategy by each organization and evaluate for effectiveness</p> <p>a. Staff responses in formal and informal surveys indicate increase in satisfaction with training.</p> <p>b. Staff responses in formal and informal surveys indicate increase in satisfaction with training</p>	<p>Report in March of each year for IDPs</p> <p>Report in January of each year on evaluation of IDP effectiveness</p> <p>Report in March of each year on whether training priorities were met</p> <p>Report in March of each year on new learning strategy; Report in January of each year on evaluation of effectiveness</p> <p>Report annually based on HR Employee Satisfaction survey results and informal survey results</p> <p>Report annually based on HR Employee Satisfaction survey results and informal survey results</p>	<p>Resource Manager Sheila Convis (6-5131)</p> <p>Resource Manager Sheila Convis (6-5131)</p> <p>Resource Manager Sheila Convis (6-5131)</p> <p>Resource Manager Sheila Convis (6-5131)</p> <p>Resource Manager Sheila Convis (6-5131)</p>	HR/SP DOE/SP --Core Values

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ES Commitment #11 [HR D3]	Strategies	Performance Metrics	Progress Reporting	Responsible Person(s)	Linkages
Establish a consistent and reliable system to support and monitor levels of employee well-being and satisfaction	Develop an effective communications program: a. Use e-mail to exchange information. b. Hold regular staff meetings at all levels of the organization c. Hold All-Hands meetings periodically to communicate information to employees and develop a dialogue on issues and concerns.	Increase of 5% in employee satisfaction rate with communication of information based on annual HR Employee Satisfaction survey results	Report annually based on HR Employee Satisfaction Survey results	Resource Manager Sheila Convis (6-5131)	HR/SP Goal D
	Review and report indicators of employee well-being and satisfaction annually	Track data trends of employee well-being and satisfaction annually assess their meaning	Report annually on trend indicators	Resource Manager Sheila Convis (6-5131)	
	Conduct annual employee satisfaction survey and prepare action plan to address top 2 or 3 areas of employee concerns a. At organizational offsite meeting discuss staff issues and identify concerns b. Develop an action plan to address employee issues and concerns.	Increase of 5% in employee satisfaction rate based on annual HR Employee Satisfaction survey results	Report annually on satisfaction based on HR Employee Satisfaction survey results and on progress in areas of employee concerns	Resource Manager Sheila Convis (6-5131)	
	Conduct informal employee surveys at mid-year and end of year performance reviews	Sustain or improve levels of satisfaction from previous informal survey	Report semi-annually on results of informal surveys of employees	Resource Manager Sheila Convis (6-5131)	